MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019/2020

DBS5014 – BUSINESS MANAGEMENT

(All sections / Groups)

3 MARCH 2020
9.00 AM – 11.00 AM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 10 pages with 2 sections.
2. Attempt **ALL** questions in Section A and Section B. The distribution of the marks for each question is given.
3. Please write all your answers for Section A on the OMR form provided and all answers for Section B in the Answer Booklet provided.

SECTION A: Multiple Choice Questions (40 Marks).

1. Which of the following is an example of a high-performance work practice?
   A. Closed communication.
   B. Complex job assignment.
   C. Limitation over decision making.
   D. Increasing employee access to information.

2. According to the eight steps in the HRM process, which of the following will increase the employee's competency and performance?
   A. Selection.
   B. Recruitment.
   C. Career development.
   D. Human resource planning.

3. If human resource planning shows a surplus of employees, management can reduce the organisation's workforce through _____.
   A. decruitment
   B. job analysis
   C. reduced job sharing
   D. increased workweeks

4. Labour unions use _____ to protect the rights of their members.
   A. labour disputes
   B. collective bargaining
   C. commercial arbitration
   D. board councils representative

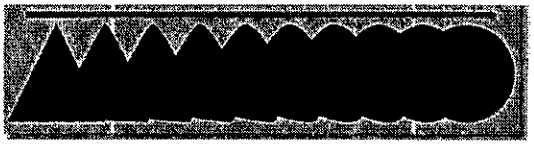
5. Which of the following Acts prohibits discrimination based on color, race, gender, religion and national origin?
   A. Civil Right Act VII.
   B. Occupational Safety and Health Act.
   C. Age Discrimination in Employment Act .
   D. Consolidates Omnibus Reconciliation Act.

6. _____ is a source of recruitment advantage in which it can reach a large number of people and obtain immediate feedback.
   A. Internet
   B. Company website
   C. College recruiting
   D. Employee referrals

Continued...

7. Which of the following is **NOT** a technology-based training method?
   A. Podcasts.
   B. Satellite TV.
   C. Mobile learning.
   D. Manual simulation.

8. Which of the following characteristics refers to interview as a selection tool?
   A. Not a popular method anymore.
   B. Cannot predict job performance.
   C. Almost universally used for managerial position.
   D. Required some physical requirement and aptitude test.

9. 

Picture 1

Picture 1 above shows the Lewin's view of change in an organisation. Which of the following is the correct three-step change process?
   A. Refreezing – freezing – changing.
   B. Changing – refreezing – freezing.
   C. Unfreezing – changing – refreezing.
   D. Refreezing – changing – unfreezing.

10. There is an increase number of food poisoning victim due to the consumption of fresh milk produce by Mountain Farm. The company recalled all their products and discontinued the production. Their decision was a(n) _____ change.
   A. inactive
   B. reactive
   C. proactive
   D. retroactive

11. Which of the following changes is related with new computerisation, tools and automation?
   A. People.
   B. Strategy.
   C. Structure.
   D. Technology.

12. Modifying the marketing promotional plan are best described as a _____ change.
   A. people
   B. strategy
   C. structure
   D. technology

Continued...

13. Mr. Tan Kekwat is among the people who resist change in the organisation. Which of the following might **NOT** be his reason?
    A. Habit.
    B. Fear of lost.
    C. Uncertainty.
    D. Believe change is consistent with company's goal.

14. _____is an adverse reaction people have towards excessive pressure placed on them from extraordinary demands, constraints, or opportunities.
    A. Stress
    B. Disease
    C. Counseling
    D. Mind therapy

15. Which of the following is related to the type A personality?
    A. Relaxed.
    B. Irritability.
    C. Easy going.
    D. Chronic sense of urgency.

> Mr. Tai Heng Choy is taking cow dung cement as a creative idea and turning them into attractive and useful products.

Statement 1

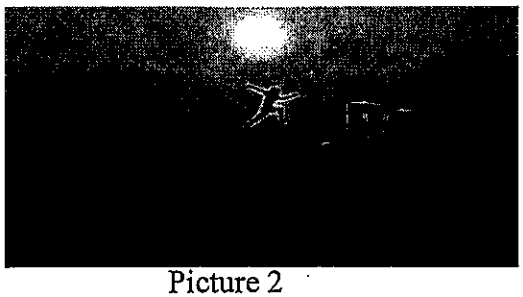
16. Referring to Statement 1 above, which of the following is most significant?
    A. Creativity.
    B. Innovation.
    C. Decision maker.
    D. Product development.

17. McGregor's theory is associated with theory X and Y. Which of the following refers to theory X?
    A. Employees are demanding for great commission.
    B. Employees become autonomous and seek for attention.
    C. Employees dislike work, lazy and avoid responsibility.
    D. Employees are creative, enjoy work, seek responsibility and self-direction.

18. Mr. Ibnu Harraz is demotivated and lacks enthusiasm in his daily job, he lack friends and close interpersonal relationship. Which of the following motivation theory is associated with him?
    A. Need for power (nPow).
    B. Need for affiliation (nAff).
    C. Need for achievement (nAch).
    D. Need for development (nDvp).

Continued...

19. According to the three-needs theory, the_____ is the need to make others behave in a way that they would not have behaved otherwise.
    A. need for power (nPow)
    B. need for affiliation (nAff)
    C. need for achievement (nAch)
    D. need for development (nDvp)

20. 

Picture 2

Picture 2 above shows a person who believes that he is capable of performing a task in any kind of situation. Which of the following is most appropriate?
    A. Self-drive.
    B. Self-desire.
    C. Self-motive.
    D. Self-efficacy.

21. _____ refers to the degree of control employees have over their work.
    A. Job depth
    B. Job enrichment
    C. Job enlargement
    D. Job characteristics model

22. Everybody knew that his job has a substantial impact on their lives and work of other people. They could not manage their lives without him. This situation indicates that the position has a high _____.
    A. feedback
    B. task identity
    C. task significant
    D. task perspective

23. The dimension of _____ refers to the degree to which a job provides substantial freedom, independence, and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out.
    A. feedback
    B. autonomy
    C. skill variety
    D. task identify

Continued...

24.

$$\frac{\text{Outcomes A}}{\text{Inputs A}} = \frac{\text{Outcomes B}}{\text{Inputs B}}$$

Figure 1

Figure 1 above shows an employee compares his work through an input-outcome ratio. Which theory is most appropriate to the above figure?

A. Equity theory.
B. Inequity theory.
C. Expectancy theory.
D. Integrating contemporary theory.

25. As someone who can influence others and has managerial authority, Mr. X always practice good ethics and inspires others in the company. What role is Mr. X showing?

A. Leader.
B. Leadership.
C. Non-executive.
D. Chief executive officer.

26. Which of the following refers to a leader who stimulates and inspires followers to achieve extraordinary outcomes?

A. Exchange leader.
B. Charismatic leader.
C. Transactional leader.
D. Transformational leader.

27. _____ refers to the company's manager's decision to increase the decision-making discretion of his assistant.

A. Endorsement
B. Achievement
C. Authorisation
D. Empowerment

28. Miss Diyanne Chacha considers her employees before making any decisions, delegates authority within her employees and also often uses friendly feedback to improve their performance. Miss Diyanne Chacha uses the _____ style of leadership.

A. autonomy
B. autocratic
C. democratic
D. laissez-faire

Continued...

29. What are the three behavioural dimensions by Ohio State studies?
    A. Readiness – path goal – situational leader.
    B. Leader member – task structure – position power .
    C. Initiating structure – consideration – high-high leader.
    D. Task structure – situational leader – member consideration.

30. According to the path-goal theory, a leader can be very directive, supportive _____ or achievement-oriented.
    A. formal
    B. participative
    C. high visionary
    D. perceived ability

31. Nabell Anderson can influence people to behave in certain way with his good personality, self-confidence and level of enthusiasm. He is a(n)_____.
    A. authentic leader
    B. visionary leader
    C. charismatic leader
    D. transactional leader

32. The following items are considered as **TRUE** components of building trust **EXCEPT**_____.
    A. be fair
    B. demonstration
    C. fulfill promises
    D. voice the feeling

33. Miss Cahaya Intissar shared her idea about a new product with Mr. Fadil and Mr. Borhan. This situation is referring to _____.
    A. formal communication
    B. informal communication
    C. interpersonal communication
    D. organisational communication

34. Miss Cahaya Imani does not have sufficient time to collect data for her department. Which one of the following methods of communication should be used when she requires quick and accurate feedback?
    A. E-mail.
    B. Face-to-face.
    C. Bulletin board.
    D. Audio video tape.

Continued...

35. If you are communicating with somebody using your facial configuration, body gesture and movement to convey the meaning, you are considered using which of following methods of communication?
    A. Verbal communication.
    B. Formality communication.
    C. Nonverbal communication.
    D. Complexity communication.

36. Which of the following is **NOT** a barrier in communication?
    A. Cues.
    B. Jargon.
    C. Filtering.
    D. Information overload.

37. Listening to the full conversation without making premature judgments or interpretations is called_____.
    A. active listening
    B. passive listening
    C. effective listening
    D. distracting listening

38.

Mr. Nicholas: Hi Vincent, how was the financial performance of the project in Maldives? Are there any problems? Vincent: Everything is good boss! We hit high profit and we are able to invest in other projects!

Statement 2

Which of the following communication is related to the Statement 2 above?
    A. Formal communication.
    B. Informal communication.
    C. Professional communication.
    D. Unprofessional communication.

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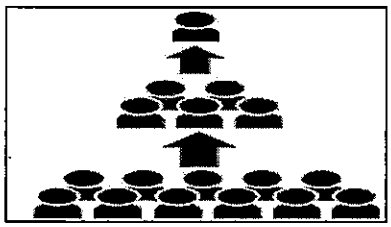
39.

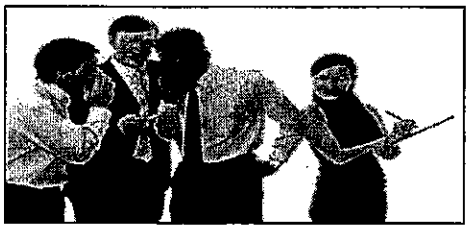


Picture 3

Picture 3 above shows an effort to improve communication within the Human Resource department. The department's head invites employees to communicate their thoughts, ideas, concerns, or issues to the managers in the department. Which one of the following methods of communication is he encouraging?

A. Lateral communication.
B. Upward communication.
C. Diagonal communication.
D. Downward communication.

40.



Picture 4

Picture 4 above shows an example of an unofficial information and often highly inaccurate being spread to everyone in the organisation. Which of the following is best describe the situation?

A. Grapevine.
B. Great time.
C. Vertical network.
D. Horizontal network.

(Total: 40 Marks)

Continued...

SECTION B: Structured Questions (60 Marks)

QUESTION 1

(a) Define recruitment. (2 marks)

(b) Differentiate between job description and job specification. (4 marks)

(c) As a new Human Resource manager, Mr. Mustasami is interested to provide his employees with up-to-date skills and knowledge. Briefly explain any **THREE (3)** traditional training methods that he can use. (6 marks)

(Total: 12 marks)

QUESTION 2

(a) Define organisational change. (2 marks)

(b) Provide **FOUR (4)** techniques for reducing resistance to change. (4 marks)

(c) Ms. Faujie Chan is facing excessive pressure due to her work conflicts. Briefly explain **THREE (3)** symptoms of stress that can possibly happen. (6 marks)

(Total: 12 marks)

QUESTION 3

(a) What is motivation? (2 marks)

(b) Illustrate Maslow's hierarchy of needs diagram in the correct order and briefly explain each level. (10 marks)

(Total: 12 marks)

QUESTION 4

(a) List **FOUR (4)** roles of a team leader. (4 marks)

(b) Briefly discuss any **FOUR (4)** traits associated with leadership. (8 marks)

(Total: 12 marks)

Continued...

QUESTION 5

(a) Provide **THREE (3)** functions of communication. (3 marks)

(b) Illustrate in a graphical form the interpersonal communication process. (9 marks)

(Total: 12 marks)

End of Paper